

CalPERS 2012-17 Strategic Plan

Vision:

A trusted leader respected by our members and stakeholders for our integrity, innovation and service.

Mission:

Provide responsible and efficient stewardship of the System to deliver promised retirement and health benefits, while promoting wellness and retirement security for members and beneficiaries.

Goal A: Improve long-term pension and health benefit sustainability

Objectives	Strategic Initiatives
Fund the System through an integrated view of pension assets and liabilities	<ul style="list-style-type: none"> Actively manage and assess funding risk through an asset liability management framework to guide investment strategy and actuarial policy
Educate employers and other stakeholders to make informed decisions about retirement security and health care	<ul style="list-style-type: none"> Provide employers and other stakeholders with thorough, risk-based information about the expected course and variability of future pension contribution requirements Expand member and employer access to information regarding the cost and quality of health care and ways to impact those trends Provide existing and prospective Long-Term Care Program policy holders with premium and other information to improve decision making
Deliver target risk-adjusted investment returns	<ul style="list-style-type: none"> Implement programs and initiatives that improve investment performance and ensure effective systems, operations and controls are in place
Ensure high-quality, accessible and affordable health benefits	<ul style="list-style-type: none"> Implement new approaches and expand efforts already proven to reduce health care costs and improve health outcomes, including changing how we contract with health plans
Create a lifestyle of wellness among members and employers	<ul style="list-style-type: none"> Establish partnerships that focus on increasing public and private sector focus on wellness Develop and administer an independent wellness platform that ensures the active engagement of employees and employers

Goal B: Cultivate a high-performing, risk-intelligent and innovative organization

Objectives	Strategic Initiatives
Use a focused approach to generate, test, refine and implement new ideas	<ul style="list-style-type: none">• Adopt methodologies that empower staff to quickly test, vet and refine ideas that improve internal and external performance and service
Deliver superior, end-to-end customer service that is adaptive to customer needs	<ul style="list-style-type: none">• Promote the use of business intelligence throughout the organization to optimize customer service and delivery• Enhance business processes to achieve high-quality, timely, effective and efficient customer service delivery to our members and employers
Recruit, retain, develop and empower a broad range of talents against organizational priorities	<ul style="list-style-type: none">• Develop and implement a comprehensive talent management strategy that includes recruitment, knowledge transfer, succession planning, and a methodology to regularly gauge employee satisfaction
Actively manage business risks with an enterprise-wide view	<ul style="list-style-type: none">• Develop a robust risk-intelligent culture through enhanced governance, risk assessment and mitigation, and collaboration with stakeholders

Goal C: Engage in state and national policy development to enhance the long-term sustainability and effectiveness of our programs

Objectives	Strategic Initiatives
Clarify and communicate CalPERS perspective on pension, health and financial markets	<ul style="list-style-type: none">• Establish principles and beliefs to guide public policy engagement by the System
Provide education and engagement opportunities to shape policy agenda and expand impact	<ul style="list-style-type: none">• Develop new strategic partnerships with academic institutions, governmental organizations, non-profits, the financial sector and the California business community• Develop a series of thought leadership initiatives that promote CalPERS priorities and policies• Elevate the profile of CalPERS Board of Administration and Executive Leadership through strategic involvement at industry and stakeholder events